

Approved For Release 2000/05/08 : CIA-RDP78-03952A000200030001-8

OFFICE OF JOINT COMPUTER SUPPORT

MANAGEMENT

INSTRUCTION [REDACTED]
27 April 1976

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MANAGEMENT OF COMMITTEES

1. Purpose and Scope

The purpose of this Instruction is to define the policy and procedures for the establishment and supervision of committees which:

- a. Involve personnel from more than one Division.
- b. Are expected to last more than two months.
- c. Are expected to involve more than 40 man hours of effort.

2. Background

Committees provide an effective method of dealing with problems which cannot be handled conveniently within the normal command structure of OJCS. However, committees, groups, or whatever they may be called, consume manpower resources and therefore need to be managed so that these resources are used wisely. Otherwise, they may:

- a. Be formed needlessly.
- b. Lack a clear definition of their purpose.
- c. Involve unneeded personnel.
- d. Fail to keep management informed of progress.
- e. Drift off into areas not within their original scope.
- f. Bog down and fall into periods of inactivity.
- g. Take longer to do their work than necessary.
- h. Produce no meaningful results.
- i. Perpetuate themselves beyond their useful life.

The intent of this Instruction is to ensure that OJCS uses committees productively and efficiently. It is not meant to discourage the use of a committee when this is the best way of tackling a problem which crosses Divisional lines of responsibility. Examples of current committees of this type are the GIM Performance Review Committee, the GIM Applications Review Committee, and the Operations Review Group.

3. Policy

Intra-Office committees may be used to deal with problems which cross Divisional lines if the circumstances warrant such action, e.g., problems which involve:

- a. Complex, continuing inter-Divisional coordination.
- b. Tight deadlines.
- c. Jurisdictional ambiguities or divided responsibilities.

Each committee covered by this Instruction must be formally chartered with a document approved by the Director, OJCS, which specifies the committee's purpose, composition, and reporting channels. Membership of a committee will come from all concerned Divisions. Each committee will have a chairman who reports to a supervising OJCS manager at least at the Division Chief level. The supervising manager will be responsible on a continuing basis for determining that the committee is productive and that its work should be continued.

4. Procedures

- a. Existing inter-Divisional committees covered by this Instruction will be officially chartered by 1 June 1976.
- b. A committee may be established by the Director, OJCS, or by a Division Chief, or proposed by anyone in OJCS through his Division Chief, to the Director, OJCS. Proposals will be in writing and contain a description of the problem and how a committee will advise OJCS management in the course of solving the problem.
- c. If the Director, OJCS, approves the establishment of a committee, a charter in the form of an OJCS Notice will be drafted, coordinated with all involved Division Chiefs in OJCS, and, signed by the Director, OJCS.
- d. The establishment of a committee will be officially announced by publishing its charter as an OJCS Notice. The charter will contain:

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- (1) The purpose of the committee.
 - (2) The plan or strategy to be used in accomplishing its purpose.
 - (3) The frequency of or circumstances causing meetings of the committee.
 - (4) The method of reporting progress and providing advice and recommendations to management.
 - (5) The degree to which committee activities will be documented and where the documentation will be maintained.
 - (6) The membership and chairman of the committee and the supervising OJCS manager to whom he reports.
 - (7) The term of existence of the committee or the date of review for renewal of its charter.
- e. An Office file will be opened for the committee and documents such as the proposal document, charter, and pertinent background documents placed in it, as established in the charter. The Office file will be maintained in the OJCS component of primary concern.
- f. Once established, the committee will meet and conduct business as set forth in its charter. Reporting will be done as stated in the charter and advice and recommendations will be provided to the OJCS manager identified in the charter.
- g. Copies of reports, recommendations, dispositions, and related actions will be filed in the Office file as appropriate.
- h. The Director will review each committee at least annually to decide whether to continue the committee's operation.
- i. When a committee has accomplished its objective or the Director determines that it is no longer required, it will be terminated with an Office Notice and the Office file will be closed.

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5. Responsibility

a. Division and Staff Chiefs in OJCS will be responsible for executing the policy and procedures contained in this Instruction.

b. The Executive Officer will be responsible for providing staff assistance in preparing committee charters.



STATINTL

Director of Joint Computer Support

DISTRIBUTION: All OJCS Employees

RETENTION : Permanent